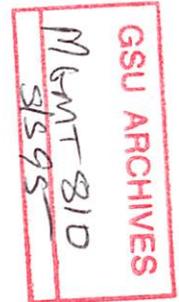


GOVERNORS STATE UNIVERSITY
COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION



Title: Problems in Organizational Behavior (POBSS95)

Instructor: Dr. Richard J. Vorwerk

Course number: MGMT 810

Reference number: 21067

Time: Block 2, Spring/Summer, 1995, Tuesdays and Thursdays:
7:30 p.m. - 10:20 p.m.

Phone: 708/534-4957 Office No.: C3360

Office hours: Monday: 6:00 p.m. - 6:30 p.m., Moraine Valley CC, Room A153
Tuesday: 5:30 p.m. - 7:30 p.m.
Wednesday: 6:00 p.m. - 6:30 p.m., Moraine Valley CC, Room A153
Thursday: 5:30 p.m. - 7:30 p.m.
Other times by appointment.

Course description:

Study of the development of organizational theory and critical examination of its value for explaining organizational change and phenomena.

Expected outcomes:

1. Understand individual and group behavior within organizations.
2. Understand motivation, perception, and communication.
3. Understand how to manage organizations more effectively.
4. Understand how to develop communication, perceptual, observation, analytic, and integrative skills.

Text: Lau, James B. and Shani, A. B. (1992). Behavior in organizations: an experimental approach. 5th ed. Irwin.

Written assignment:

The written assignment in this class is a paper about you as an individual. See the handout from Cohen.

An important part of a manager's job is that of understanding other people and their behavior, so that individual needs and organizational goals can be meshed and possibly even be synergistic. Analyzing someone's personal system can be most useful in understanding how s/he interprets a situation and why s/he behaves as s/he does. Analyzing one's own personal system can be useful as well. It can help form the basis for understanding the ways we behave in the various organizations of which we are members, especially including our actions as group members and what we might do as managers. In this paper I would like you to analyze your own personal system. This analysis should include a discussion of your:

- a. Goals,
- b. Competencies,
- c. Beliefs about the world,
- d. Values, and
- e. How the above are organized into your self-concept.

This paper should not merely be a list of these elements, although you may want to list them or draw diagrams. The point is to illustrate your statements with data about your behavior; that is, give examples about how these elements of your personal system have influenced your behavior.

There is a norm in our society not to talk about ourselves. However, this paper is a valuable exercise, and so I urge you to violate this norm and to talk about yourself freely, openly, and honestly, for at least 5 and at most 12 typed double-spaced pages.

Because this paper is personal, what you say in it will be held in strictest confidence. You will be graded on the thoroughness of your discussion, your use of concepts and terminology, and the strength of your conclusions. It is not in my power (or desire) to grade you as a person--you could say that one of my values is that of accepting each individual for what s/he is.

One final note. This paper is not something that can be done overnight. I urge you to begin thinking about its content now and write it carefully. Several drafts may be necessary. In the end, I hope it will be a useful exercise in understanding your own behavior in organizations.

Please do not put your paper in any sort of folder. Simply staple the pages together in the upper left-hand corner.

Tests:

There will be three tests. The text will be tested by true-false and multiple-choice questions and the class discussions by essay questions.

Grading:	Participation:	15%	Test I:	20%	A:	90 - 100
	Paper:	20%	Test II:	20%	B:	80 - 89
			Test III:	25%	C:	70 - 79
					D:	60 - 69

Statement for Persons with Disabilities:

It is the intention of this institution to support full participation of all students, regardless of physical ability level. Therefore, if any student needs consideration of his/her physical abilities in order to complete the course, please notify the instructor as soon as possible.

Course Content:

- May 16: Introduction
- May 18: Organizational behavior: a working definition, 8 - 18
Organizational dialoguing: expectations and learning, 19 - 32
- May 23: Management and leadership, 37 - 77
Behavioral sciences and organizational behavior, 70 - 90
- May 25: The formal organization and the human organization, 91 - 104
Small group effectiveness: problem solving, 119-133
- May 30: Small group effectiveness: decision making, 139 - 150
Small group dynamics, 153 - 177
- June 1: Exam 1: covers all material taken since the beginning of the course.
- June 6: Go over exam.
Motivation, 188 - 230
Perception, 241 - 262
- June 8: Communication, 276 - 296
The design of work, 316 - 342
- June 13: Planning and control, 343 - 364
Creativity and innovation, 365 - 396

June 15: Management of technology and quality, 397 - 414

June 20: Exam 2: covers all material taken since the last exam.

June 22: Go over test:

Individual effectiveness: personal growth and transactional analysis, 418 - 433

Career planning and development: individual and organizational effectiveness,
442 - 455

Individual effectiveness: managing stress, 459 - 479

Individual written assignment due.

June 27: Work-team effectiveness: team building, 480 - 502

Organizational effectiveness: culture, change, and development, 503 - 518

June 29: Exam 3: covers all material taken since the last exam.